

71. Page 57 (Section M.4) indicates "For a prime contractor's contract reference(s) to be considered at least minimally "relevant", it must meet/exceed an average annual cost/fee incurred of at least \$500,000". Do all past performance examples provided need to meet/exceed the average annual cost/fee or is it that at least one must do so?

The solicitation was amended by Amendment 2. All past performance references must meet or exceed the average annual cost/fee stated in the solicitation as amended.

72. Can NASA confirm that only 2 additional hard copies of the offer volume (I) are needed?

Offerors are directed to L.7 which states that 2 hard copies of the offer volume are needed.

73. Can NASA clarify the required proposal validity period? The cover letter indicates 240 days while Section L.11(a)(1) indicates 180 days.

The required proposal validity period is 180 days per L.11(a)(1).

74. Page 51 (Section L.15), bullet 3 indicates the Offeror should " List any contracts terminated (partial or complete) within the past 5 years and basis for termination (convenience or default)." Does this apply to all work over the past 5 years or just for past performance provided as examples in the RFP response?

This applies to all work over the past 5 years.

75. Page 51 (Section L.15), section (b) indicates past performance questionnaires should be returned in a sealed envelope. Would NASA consider allowing these references to be submitted by fax or email to the NASA POC as well?

NASA will allow past performance questionnaires to be submitted by fax or email.

76. Does NASA envision that the contractor will revise and deliver existing courses or develop, pilot and deliver new courses?

Contractors are to develop and deliver new courses as per the solicitation.

77. In Volume 3, Price, should offerors include a breakout of the included materials, travel, guest speakers, and other ODCs (e.g., basis of estimate) in addition to the final bottom line price per student displayed in Exhibit 1?

Contractors should only provide a price per participant per the solicitation. However, it should be noted that an amendment to Exhibit 1 will be issued by NASA, and offerors are to follow the solicitation as amended.

78. Does the number of participants associated with each Component reflect the number of participants per delivery or per year (i.e., would a Component A workshop be for 100 people per workshop or 100 people across all Component A workshops during the FY)?

The below provides number of participant historical data. LDEM D is a new requirement so no historical data is available.

Participation data from the last few years:

LDEM A

- FY12 – 25 participants
- FY13 – 30 participants
- FY14 – 30 participants

LDEM B

- FY12 – 29 participants
- FY13 – 30 participants
- FY14 – 30 participants

LDEM C

- FY12 – 24 participants
- FY13 – 26 participants
- FY14 – 27 participants

	Maximum	Minimum
LDEM A	30	15
LDEM B	30	20
LDEM C	30	15

Furthermore, NASA plans to issue an amendment to the solicitation to update Exhibit 1 of the solicitation to more accurately reflect the numbers based on historical data.

79. In Section L.15(a), the requirement states that "Prime Offerors shall furnish the information requested below for all of your most recent contracts (completed and ongoing)..." Would the government consider clarifying a minimum and/or maximum number of references to be provided by the prime offeror and any significant subcontractors?

There is no minimum or maximum number of references to be provided by the prime offeror and any significant subcontractors. Please follow the instructions in Section L.15(a) of the solicitation.

80. Can NASA confirm whether NASA will provide coaches and mentors for participants or if it is the responsibility of the contractor?

NASA will provide coaches and mentors for participants. The contractor will need to understand the elements of coaching and mentoring and what is needed for a successful relationship.

81. Will NASA make the arrangements/pairings for the shadowing activities or is the contractor expected to do so?

NASA will make arrangements for the shadow pairings.

82. Given that this is an existing program, can NASA shed light on any program areas of concern or desire for programmatic changes?

There are no program areas of particular concern. The substance of the components should be consistent with the statement of work and solicitation.

83. Do any of the components require completion of a prior Component? In other words, do participants in Component B have to have completed Component A? Or are all Components stand alone programs?

Although the programs should be interrelated and build on each other in terms of content, there is no prerequisite that a participant take a previous level. There should be enough introductory material so that any new participant would understand the content without having too much overlap for those participants of previous levels. Any exercises related to the content should not be exact duplicates across programs.

84. Given that this is a tiered program, is it possible for a participant to progress through the different components during the course of the contract? If so, how much repetition of program topics is permissible and how much knowledge of course topics can be expected for participants in Components B through D?

Participants may progress through several of the components during the course of this contract, but participants are not obligated to do so. There should be enough introductory material so that any new participant who has not taken other components would understand the content without having too much overlap for those participants of previous levels. Any exercises related to the content should not be exact duplicates across programs.

85. Does NASA require the proposal to include resumes or bios?

NASA does not require proposals to include resumes and bios.

86. The RFP has been set aside for Woman Owned Small Business. In order to encourage the participation of bidders who anticipate being able to provide high quality services at cost savings compared with the current vendor and with other anticipated small business, will the Government consider:

1. Opening the solicitation up to full and open competition, and/or;

NASA has not reconsidered its decision to set aside this procurement as a Women Owned Small Business Set Aside.

2. Requiring large businesses who bid to utilize woman owned businesses and/or other set aside business categories at a levels that greatly exceed NASA's desired small business participation goals, in other words far greater than 8% utilization?

NASA has not reconsidered its decision.

87. It is assumed the incumbent contractor has designed courses for NASA under its current contract. Does the Government anticipate being able to use any of those courses again if another vendor is selected? If not, will the incumbent be allowed to use these existing courses? If the incumbent contractor is allowed to use the existing courses and other vendors are not, the incumbent contractor may have an unfair pricing advantage in this competition. How does the Government intend to remove this advantage so that the field is level for all bidders?

The Government has developed a general, high-level statement of work to encourage industry to propose their training solution to our requirements thereby creating a level competition for all offerors.

88. The SOW lists deliverables related to design, delivery and evaluation, yet the Pricing Table only includes a firm fixed price per person irrespective of these other services. How does Government intend for bidders to represent costs related to design and evaluation, particularly if a non-incumbent vendor is selected, requiring more back and forth discussions about design and approvals, etc.?

The Firm Fixed Price per participant should encompass all elements of the program.

89. So that NASA may continue to increase its already strong reputation in the leadership domain area yet benefit from fresh thinking and best practices for leadership development initiatives that exist outside of NASA, would the Government consider adding a requirement that prime contractors who bid possess at least one past performances valued at \$100,000 annually from agencies and/or commercial organizations other than NASA?

NASA experience is not required, nor is non-NASA experience required.

90. How many managers does NASA employ per employee?

This question does not appear to relate to the contents of the solicitation.

91. What is the staff turnover rate?

This question does not appear to relate to the contents of the solicitation.

92. What are the “demographics” of the participants (average length of service, age, etc)

The LDEM Program encompasses all levels of personnel (both technical and administrative) within the GSFC Civil Servant community. The SOW describes the nature of the participants offerors can expect for each component.

93. Do assessments cut into the class period, or are assessments carried out separately after the class?

Any assessments included as part of the program should be explained and debriefed in a workshop setting. If assessments require feedback from people outside the program, that activity would be handled outside of the workshops.

94. Will NASA’s admin be responsible for class formation, registration, scheduling, classroom assignment, etc.?

The NASA POC will be responsible for class formation, registration, scheduling, and classroom assignment.

95. May we access NASA’s detailed Organizational Chart?

The Organizational Chart of NASA is available via the NASA/GSFC website at the following link:

<http://www.nasa.gov/centers/goddard/about/organizations/org2.html#.Uyih9xDYN9s>

96. In regards to the past performance questionnaire on Exhibit 2, page 2:

a. I assume it is open to non-governmental contracts?

Past Performance references may include non-governmental contracts.

b. Does it need to be sealed and mailed directly to the contracting officer (not passing through contractors hands)? Or can it be enclosed in the proposal (passing through contractors hands)?

Please refer to the L.15 of the solicitation and respond accordingly.

97. Do you anticipate an extension of the due date?

NASA GSFC issued amendment 3 on March 18, 2014, which extended the proposal due date to April 4, 2014.

98. Will a Word document of the Past Performance Questionnaire be made available?

A Word document is not available.

99. Will the Pre-Proposal Conference be made available to remote attendees?

The Pre-Proposal Conference was available to remote users on March 13, 2014.

100. Are there any non-cohort training/development tasks to be associated with this contract?

NASA GSFC does not plan for any non-cohort training as a part of this requirement.

101. Would the awardee be required to have some kind of clearance of some sort?

The COR will ensure that all badging will be completed in a timely manner. No security clearance will be required. Offerors must comply with Clause H.6 as well.

102. What is the number of people by role and responsibility and resources that GSFC provides in Support of each LDEM and the 15 bulleted items in Appendix A?

Other than coaches, mentors and shadow partners, which will be provided by NASA, the contractor is expected to design, deliver and support all of the other program elements on the list. The contractor should also have a clear understanding of the elements of a successful coaching, mentoring and shadow relationships in order to be able to properly set up those elements for participants. The NASA COR will be the primary POC for the program.

103. Can you speak to the different career participants in each A,B,C,D? For Example, are we writing training/ leadership material for scientist, PHD's, etc.? How does this change from A, to B, to C, to D?

The statement of work describes the nature of the participants likely to participate in the different components. Offerors should not assume that participants will be limited to employees with particular duties or skills beyond the description provided in the requirement.

104. How long has the incumbent held the contract?

The incumbent has held the contract for 5 years.

105. How much of the 4 components (A-D) has currently been developed?

None of the components have been developed, as NASA is soliciting new course content. We are looking for new components and approaches from vendors for this contract.

106. When do you anticipate the 1<sup>st</sup> cohort meeting to occur?

The first cohort meeting/program is anticipated to occur Spring 2015.

107. Does HR have a role in the implementation of the program?

HR, i.e., NASA GSFC's Office of Human Capital Management, as represented by the NASA POC, will manage, provide feedback and oversee the program.

108. The briefing noted that NASA GSFC is looking for an "experiential based" program.

Does that extend to including off-campus programs and activities as part of the program?

The program should not include off-campus activities. The program will be conducted onsite at GSFC.

109. Will the date for proposal submission be extended?

NASA GSFC issued amendment 3 on March 18, 2014, which extended the proposal due date to April 4, 2014. Please see question 97.

110. Will the outgoing team be required to have an outgoing transition plan? Will it be posted?

An outgoing team will not be required to have an outgoing transition plan.

111. Will students move from A to B to C to D over time?

Students are not required to move from one program to the next, but can if they so choose.

112. How will NASA GSFC be selecting the students to participate in the program?

Participants will be competitively selected via Center-wide program calls.

113. What is the difference between LDEM A-D?

Please refer to the solicitation and SOW for the differences between the programs.

114. What portion of current program is instructor taught verses on the job development activities?

This question does not relate to the current solicitation, which calls for the development of a new content. Offerors should assume all workshop content will be led by instructors.

115. Does the whole program have to be run on NASA premises or may we propose offsites?

All programs are to be run at NASA GSFC.

116. How are leaders selected for leadership development? Any differences based on four levels? To what extent can we rely on past participants to participate as mentors, coaches, models of leadership?

Participants will be competitively selected via Center-wide program calls. GSFC will assign mentors and coaches.

117. What is meant by a follow on contract?

A follow on contract simply means that the requirement is currently being fulfilled by an incumbent whose contract is coming to an end. This requirement still exists and the government is soliciting a follow on contract and new course materials.

118. Do you have a business simulation that can be implemented or one that can be customized to your existing business conditions?

NASA does not have a business simulation available for this program. Please propose a solution to the Governments SOW.

119. The SOW indicates that employees were unclear about the full array of leadership programs, etc., and how they related to each other. What was the previous communications strategy for each of the levels?

This question does not pertain to the current solicitation.

120. Is there an internal social media platform that can be leveraged for communications?

There is no internal social media platform that can be leveraged for this program

121. (h) In the event of a conflict between the requirements of the task order and the Contractor's approved task plan, the task order shall prevail. If there is a conflict between the Contractor's approved task plan and the task plan, and the task plan prevails, what consideration might be given to integrity of the technical design and the successful performance of the Contractor?

Signed Task Order between the government and the contractor shall govern.

122. Components A-D: Coaching—Coaches to be provided by GSFC (expected in all program components A through C). What constraints and/or preferences, if any, exist for providing coaching and/or mentoring to LDEM D?

NASA will provide any coaching or mentoring elements in Program D.



123. In order to accurately predict the per student cost, what is NASA expecting in terms of design for each course, such as the amount of time in the classroom and in all other learning experiences such as coaching, mentoring, action learning groups, etc.

Please propose a solution to the Governments SOW. All efforts for this procurement should be included in the price per student.

124. Do the 10 pages of the QA Plan count as part of the Volume II total page count of 45 pages?

No. The QA plan does not count as part of the 45 pages.